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A Review of Literature regarding Organization Climate and Higher Educational Institutions

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Abstract

The concept of Organizational Climate has attracted the attention of Social Scientists in the recent past. The Organizational climate has been studied in different industries across the globe. However, there was not much studies available regarding Organization Climate in Higher Education. This paper reviews more than four decade of researches available on the Concept of Organization Climate and Higher Education. It was found that there exist relations in different levels among Organizational climate and job satisfaction in different Institutes of Higher Education. Further the faculty members as well as non teaching staff perceive Organizational Climate differently in different Institutions.

Keywords: Organizational Climate, Higher education, job satisfaction

Introduction

Organizational climate explains the views, perception, belief of the employees working in a particular Organization. Organizational climate is the sharing of beliefs, values etc. These beliefs and values have got effect on the behavioral aspects of the employees in an organization. Organizational climate is the perception of the people about the working environment. Many researchers have conducted research regarding Organizational Climate. Madhukar and Sharma (2017) has compiled conceptual literatures available regarding Organizational Climate in their research paper: Organizational Climate: A Conceptual Perspective . This paper tries to review the available literatures regarding Organizational Climate and Higher Education related studies.

Tripathi, (1975) in the research paper tried to study the Organization climate of some selected intermediate college of Varanasi district, Uttar Pradesh, India and found no significant difference among the colleges regarding the Organizational Climate. The Selected Colleges were from all different backgrounds i.e. Rural/urban, government/private, and male/female types of institutions. In a study carried out by Kumar (1978) in some colleges in the state of Haryana , it was found that all the selected dimensions of Organizational climate (except Trust) had positive relations with the students achievement index.

Moran and Volkwein, (1988) in their research study concluded with the findings that though the Organizational climate is the component which distinguishes campuses but the academic departments also vary from each other. Organizational climate is a very relevant concept in the organizational level. Compared to the faculty members, the administrators perceive the organizational climate more positively in a significant way and in a consistent manner. Further, greater goal clarity along with standards in performance were reported by the faculty members working in institutional campus with more positive climate.

With an objective to study the organizational climate at the University of Cyprus to obtain the perceptions of employees and promote more open and constructive communication among faculty, staff, the university leadership, (Pashiardis, 1996) conducted a study entitled "Towards effectiveness: Campus climate at the University of Cyprus". A survey was conducted among 150 college employees, 131 full-time faculty and 72 administrators. The study concluded that the perception regarding the climate improves, the more duration the faculty members work for the university. However, in case of the administrative staff, the perception gets slightly worse when they work longer in the university.

Alavi and Jahandari, (2005) tried to study the Organizational climate of Kerman Shahid Bahonar University. A survey was conducted among 262 employees of the said University. The result of the study revealed that the climate of Shahid Bahonar University is similar to the closed System of Andrew W. Halpin and Don B. Croft, two scholars in organizational climate. Further the climate was found to be left behind the desired organizational climate of the staff.

Shukla and Mishra, (2006) conducted a study on the Organisational Climate of Professional Colleges. The paper was aimed to examine the views of the employees regarding the Organizational Climate prevailed in their Organizations. Regarding professional course, the scope of this research was restricted to Medicine, Engineering, Management, Architecture, Pharmacy etc. It was found that the valued staff contributes towards the organization. Positive organizational climate encourages the staff while the negative organizational climate inhibits effects which happens to be discretionary. In order to create a healthy organizational climate, attention must be given to the factors that influence perception of the employees, decision making, recognition, quality of leadership etc.

A study among the teaching and non teaching staff of Professional and Non professional Colleges in Indore Division with regard to Organisational Climate was conducted by Shukla and Mishra, (2007). While analysing the organisational climate, it was concluded that the employees perception of Organisation Climate do not differ significantly among the professional and non professional colleges. The perception of the employees of teaching departments regarding organisational climate was found to be better than the non teaching staff. It was also found that the older age group employees perceive organisational climate in a better way than the young employees; in the perception, as compared to male employees, female employees are more positive. Further in comparison to the undergraduate employees, the postgraduate employees have better perception of Organisation climate.

The study carried out by Arabac, (2010) was focused on the perception of Academic as well as administrative personnel's perception of Organisation Climate. The study was carried in the Firat University among the targeted respondents. The researcher also tried to find if the Climate of the organisation as perceived, offer any difference in the matter of sex, age, marital status, seniority etc. The result showed that the perception of the faculty members are on average level. Whereas, the academic as well as administrative staff faced problems in terms of making decision, the administrative personnel faced problems in communication. The study also stated regarding existence of more positive climate perception of the academic staff than the administrative staff. The study conducted by (Adeniji and Adenike, 2010) revealed that positive correlation of significant nature exists among organizational climate and job satisfaction.

Adenike, (2011) in his research article tried to identify the variables of organisation climate which cause job satisfaction and dissatisfaction among the faculty members. The relationship between the organisation Climate and the Job Satisfaction among the faculty members of the South West Nigeria were examined and the result showed significant positive relationship between the two variables.

The study conducted by Surapuramath (2012) revealed that the organizational climate differs significantly among the private college and government college of education. The study also found that compared to the private colleges of education, the government colleges of education have better organizational climate.

The study conducted by Tam, 2012 where the author tried to compare the organizational climate of Sino-Portugese Institute (SPI) with Australian Universities, it was found that Compared to the Australian Universities, existence of significantly more workload and wellness factors along with positive work/life balance in the Sino Portugese Institute.

Olorunsola and Arogundade, (2012) in their research article tried to study the organizational climate and job performance. The study was conducted among the students and academic staff in the federal and state Universities in South West Nigeria. The study revealed that in terms of motivation, communication and resource availability, opened climate prevailed in the federal universities and closed climate prevailed in state universities. Regarding the Organisational climate, significant difference was observed for the federal as well as state Universities.

(McMurray and Scott, 2013) in their research paper has found that there are a few aspects of the environment which has an effect on their feelings about the organization climate for the academic staff in case of a University. These are : support, trust and fairness, innovation and recognition respectively.

In a research carried out within the Public and Private Universities of Malaysia Using an Organisational Climate Questionnaire , (Permarupan, Sauf, Raja Kasim, and Balakrishnan, 2013) tried to analyze the climate of the organization along with the employees work passion and organizational commitment. The result showed that the management of the Educational Institutions finds difficult to design and adopt Organisational Climate. It was also seen

that an educational institution can not derive the goals set for maintaining conducive organisational climate without the support and co-operation of teachers.

(Ramanujam and Mahendran, 2014) tried to study the impact of Organisational Climate in the Professional Colleges in Bangalore. The ten dimensions that were selected for the study were Job Satisfaction, Rewards, Organisational Clarity, Warmth and Support, Leadership, Motivation, Communication, Decision Making, Organisation, Control. It was concluded that the higher education institutions in Bangalore does not fully practice the ten dimensions as studied. Further the perception gap between the students and faculty members were also observed.

The study carried out by (Pan and Song, 2014) revealed that the Organizational Climate scale in University has good reliability and construct validity. The results further state that Administrative climate, teaching climate, learning climate and interpersonal climate are the four dimensions of Organizational Climate that exist in Universities

Kumar, (2015) in the research article tried to analyze the relationship between Job Satisfaction and variables of organizational climate. The study was carried out among the teaching and non teaching staff of different universities. The results that came out from the study was that of existence of positive relationship between the two variables i.e. Organizational Climate and Job Satisfaction. It was also seen that the experience of the teaching and non teaching faculty members regarding the organizational climate differs significantly. The study recommended regarding further comparative analysis on the perception of organizational climate among the employees of Public and Private Universities.

Musah, et al., (2016) in a study tried to analyze regarding the matter of prediction of academic staff performance by Organisational Climate in Malaysian higher education institutions. The findings of the study reveals that a positive organizational climate enhances the performance of the academic staff. Therefore, the result indicates towards a strong relation among the Organisation Climate and Workforce Performance.

Ghosh and Guha, (2016) studied the Organizational climate of a few Teacher Education Institutions and the study concluded that the climate differs across Organizations and organizational climate of the self financed institutions are better than that of Government institutions. The perception of the male teacher educators were found to be better compared to the female counterparts and the teachers from the rural areas perceive the organizational climate in a better way than the teacher educators from the urban areas.

Ghosh and Joshi (2017) in their research paper tried to examine if there is any relationship which exist between different variables of organizational climate and job satisfaction. The results of the study indicated towards existence of the said relationship. The results further revealed that there is difference among the senior and junior academicians regarding the perception about organizational climate.

Goswami and Choudhury (2017) studied the Institutional climate of a few B. Ed Colleges located in Kamrup, Assam. The Colleges are of Non-Government ones. It was found that the climate of the Institutions were totally significant and differs across different institutions. The study also concluded that all the surveyed teachers' training institutes of the Kamrup District have good and positive institutional climate which enables the institutes to produce quality and skill oriented teachers for the teacher trainees.

Okoli, (2018) conducted a study among academic staff in selected private universities in Southeast, Nigeria with an objective to know about existence of relationship between the organizational climate and job satisfaction. The result of the study stated regarding existence of positive correlation among academic staff between organizational climate and job satisfaction. The study further confirmed regarding existence of significant relation between organizational climate dimensions and job satisfaction dimensions. Therefore, the dissatisfied academic staff will result in a negative impact on the organizational climate.

Borah (2019) carried out research work in four state Agricultural Universities of India to study the variations in perceptions of the faculty and administrators with regard to the importance of the dimensions of Organizational Climate. The perception of the faculty and administrators regarding prevailing and expected Organizational Climate were also tried to find out. It was concluded in the study that the faculty members perceived Communication to be the most important dimension followed by leadership, teamwork and physical facilities. The researcher also found variation across the Universities with regard to different dimensions of Organization Climate

Misra (2019) conducted a study to compare the institutional climate as perceived by teachers teaching at different grade levels. The study was undertaken with respect to six dimensions, viz.- Openness, Favoritism, Humane, Task orientation, Apathy, and Control. The result of the study revealed that with increase in grade level of students taught by teachers, their perception of apathy, task orientation, and openness in institutional climate decreases. However, the perception of humane climate and control is not influenced.

Naaz (2020) studied the organization climate of institutions of the state of Delhi and NCR. Government as well as private teaching educational institutions were taken for study. The researcher also tried to compare the Organization climate as perceived by the Students and teachers in the respective government and private institutions. The result of the study revealed regarding existence of moderate positive perception towards the institutional climate from the point of view of the respondents.

The study conducted by Martinez and Valenzo (2020) with an objective to examine the organizational climate's relationship with motivation, leadership, communication and organizational structure. The results of the study revealed that organizational climate has relationship with the variables taken up for study i.e. motivation, leadership, communication and organizational structure.

Boro Moneswari (2021) carried out research regarding Organizational Climate and stated regarding existence of moderate level of relationship between Organizational Climate and Job Satisfaction. The research was conducted among the permanent faculty members of Bodoland University, Assam, India.

Conclusion

The review of literature regarding the Organization Climate in Higher Education Institutions and existence of relationship between Organizational Climate and Job Satisfaction from the point of view of the academic staff suggest that there exist relations in different levels among Organisational climate and job satisfaction in different Institutes of Higher Education. Further the faculty members as well as the non academic staff perceive the Organization climate differently.

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